British Columbia Liquor Distribution Branch

Service Plan for Fiscal Years 2004 / 05 - 2006 / 07

Discover, enjoy and share the evolving worlds of beverage alcohol

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LETTER FROM THE GENERAL MANAGER

106-00453/

I am pleased to present the Liquor Distribution Branch's (LDB) service plan that will guide us through fiscal years 2004/05 to 2006/07. This plan has been prepared in accordance with the *Budget Transparency and Accountability Act* and is consistent with government's priorities and overall strategic plan.

All significant assumptions, policy decisions, and identified risks, as of January 2004, have been considered. I am accountable to the Solicitor General, Minister responsible for the LDB, for ensuring the LDB achieves the specific objectives identified and for measuring and reporting actual performance.

When the 2003/04 to 2005/06 service plan was tabled in the British Columbia legislature in February 2003, the LDB's direction was based on the decision of government that, over time, the LDB's role would shift from the operation of warehouses and retail stores to the regulation of private sector warehouses and retail stores.

After considerable consultation with stakeholders and further deliberation on what direction will best serve British Columbians, government decided to continue operating a mixed public-private liquor retail and distribution system. This decision is reflected in the extension of the collective agreement with the B.C. Government and Service Employees' Union governing LDB employees through to March 31, 2006. The new agreement enables the LDB to be more efficient and competitive.

This service plan confirms our commitment to public safety and social responsibility and sets new benchmarks for high quality customer service, strong revenue contributions to government, and efficient liquor distribution. Over the three years covered by this plan the LDB estimates that it will generate a net income of $2.35 billion, which will be used by government to fund vital public services.

To our industry stakeholders, who are significant contributors to the British Columbia economy, thank you for working with us to better serve the people of British Columbia. The LDB will continue to develop constructive business relationships with you.

I would like to thank our staff for their patience and professionalism in the face of continuing change and their strong commitment to customer service and public safety. We value your dedication and integrity.

Jay Chambers
General Manager

ORGANIZATION OVERVIEW

In British Columbia, there are two branches of government that have responsibility for liquor and the liquor industry: the Liquor Control and Licensing Branch (LCLB) and the Liquor Distribution Branch (LDB). The Solicitor General is responsible for both branches. For performance planning and financial management purposes, the LDB reports to the Crown Agencies Secretariat.

The LCLB issues licences for making and selling liquor (either by the glass or bottle) and supervises the service of liquor in licensed establishments. The LDB is responsible for the importation, distribution and retailing of beverage alcohol in British Columbia and operates government liquor stores in the province under the authority of the *Liquor Distribution Act*.

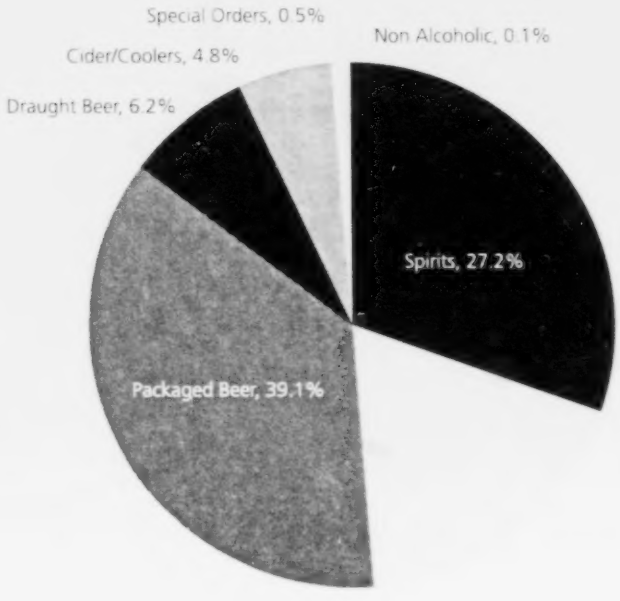
As of January 2004, the LDB operates 220 government liquor stores throughout the province, two distribution centres, in Vancouver and Kamloops, and a head office facility in Vancouver. The branch employs a total of 2,807 Full Time Equivalents (FTEs).

The LDB also issues appointments and enters into contracts for the operation of certain private sector retail outlets. As of January 2004, this includes 797 private retail outlets comprised of 420 licensee retail stores (LRS), 233 rural agency stores (RAS), 99 on-site manufacturer stores, 23 off-site manufacturer stores, 12 independent wine stores and 10 duty free stores.

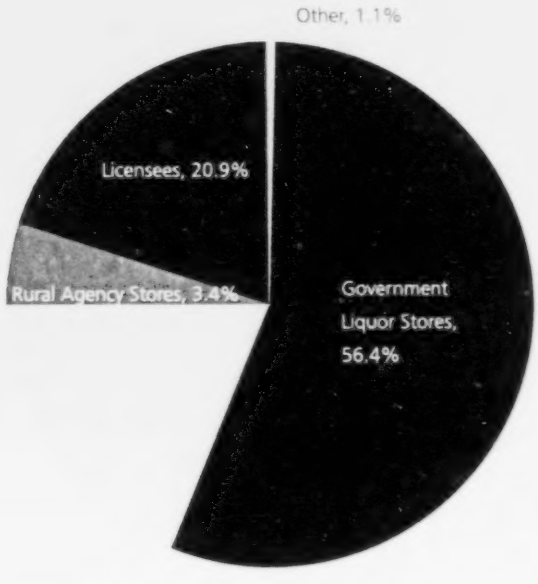
The LDB is projecting sales of $2.0 billion and a net income of $709 million in fiscal 2003/04.

Figure 1: 2002/03 Percentage of Retail Sales

% of Gross Sales $ by Product Category



% of Gross Sales $ by Channel



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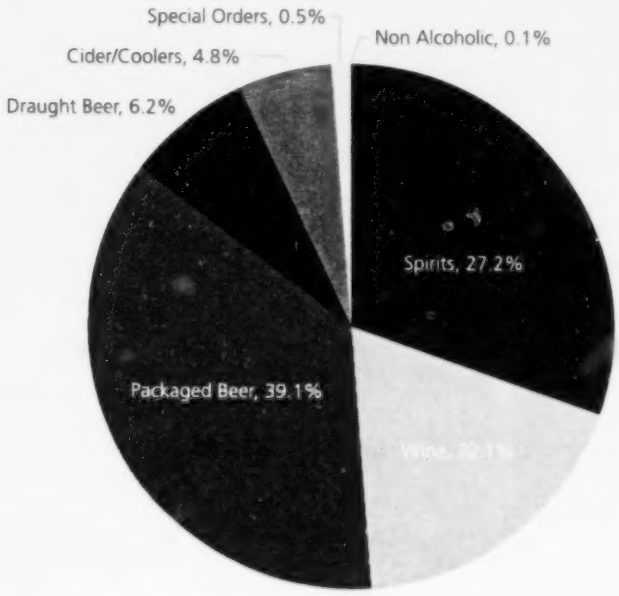

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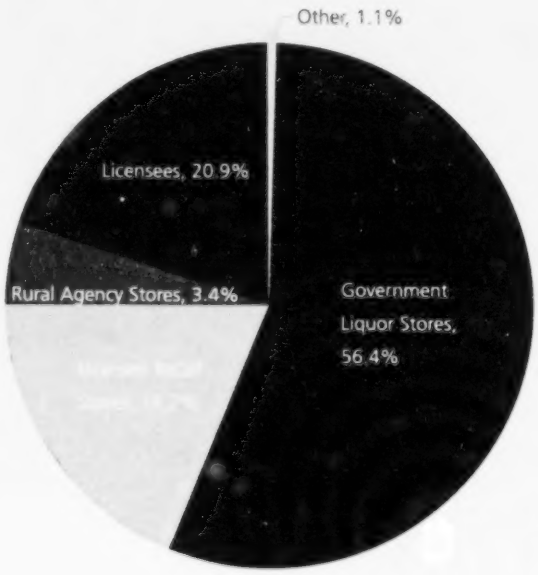


STRATEGIC CONTEXT

Vision

That our customers have the opportunity to discover, enjoy and share the evolving worlds of beverage alcohol.

Mission

To be a customer focused, profitable retailer of beverage alcohol dedicated to innovation, exemplary service, helpful product knowledge and social responsibility.

Values

- **Exemplary Service**
  We take pride in the quality of our work. We strive for excellence in serving customers and co-workers.

- **Public Safety and Social Responsibility**
  We encourage and support the responsible use of beverage alcohol.

- **Integrity**
  We take responsibility and are fully accountable for our actions, decisions and behaviour. We are open, honest and fair.

- **Respect**
  We treat all individuals with fairness, dignity and respect.

- **Teamwork**
  We support one another to achieve corporate goals.

- **Innovation**
  We encourage our people to find innovative and creative ways to improve our business.

PLANNING CONTEXT

KEY STRATEGIC ISSUES

• Government Policy and Direction

When the 2003/04 – 2005/06 Service Plan was tabled in the legislature in February 2003, government's direction was that, over time, the role of the Liquor Distribution Branch (LDB) would shift from the operation of warehouses and retail stores to the regulation of private sector warehouses and retail stores.

Responsibility for the LDB was transferred from the Minister of Competition, Science and Enterprise to the Solicitor General in April 2003. After further stakeholder consultations and careful deliberation, government determined that the LDB will continue to operate a mixed public-private liquor retail and distribution system.

This decision is reflected in the extension of the collective agreement with the B. C. Government and Service Employees' Union governing LDB employees through to March 31, 2006. The new agreement enables the LDB to be more efficient and competitive.

Government's objectives are to: increase liquor retail choices for British Columbians; lower the cost and improve the efficiency of liquor distribution to support an increase in private liquor retail outlets; and maintain appropriate government control and wholesale pricing of liquor.

As a result, the LDB's 2004/05 – 2006/07 Service Plan is substantially different from the previous year. The Solicitor General, who is responsible for the LDB, has outlined a broad vision for the LDB's future. This Service Plan reflects that vision. It sets new standards for high quality customer service, efficient liquor distribution, and increased revenue contributions to government and confirms government's commitment to public safety and social responsibility.

• Our People

The LDB recognizes that a critical component in meeting the challenges of change and achieving overall business success is our people.

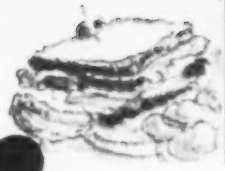
Over the past year, LDB employees at every level have demonstrated team spirit, professionalism and a dedication to customer service. As we move forward, we will depend on our employees to continue to work together as a team and provide excellent service to our customers.

Over the course of fiscal 2003/04, some of the LDB's staffing resources have been depleted. We must now restore these resources and work on attracting and retaining highly qualified and motivated people. One of our challenges is an aging workforce that will be retiring over the next few years. What this means is that we must develop and implement a workforce planning process, including a succession plan for the organization.

• Technology

Technology is having a major impact on how the public sector delivers service and interacts with business. Traditional ways of doing business continue to be challenged by the growth of electronic commerce, reduction of communication time and integration with external systems.

The branch must act to ensure technologies and skills are in place to allow the LDB to be a truly superior retailer, to lower the cost and improve the efficiency of liquor distribution, and to maintain appropriate government control over the sale of liquor and the collection of revenue.



PLANNING CONTEXT

• Our Customers

British Columbia operates with both a public and private beverage alcohol retail model. Looking to the future, the private model will grow extensively. The public LDB model will have to be successful as a retail chain while at the same time providing service and support to an increasing wholesale market.

With the increase in wholesale demand, the distribution model must improve its efficiencies, satisfying the needs of the private beverage alcohol retailers while at the same time servicing the LDB retail chain.

The LDB stores must further evolve as a comprehensive retail chain. The stores must be more obviously 'linked' as part of an entity that provides consistent service, product selection and product knowledge.

• Retail Environment

Over the past two years the retail beverage alcohol market has changed substantially. Three significant changes are: an expansion in the number of private sector retail outlets (RASs and LRSs), the addition of spirits to the LRS product portfolio, and the ability for LRSs to locate separately from their liquor primary establishment.

• Public Safety

Public awareness regarding alcohol use has evolved over the years, leading to further intolerance for drinking and driving. However, recent statistics indicate that many Canadians continue to drive after consuming alcohol. In addition, while most consumers are aware of the dangerous consequences of alcohol use when driving a motor vehicle, many do not accept the same level of responsibility when engaging in recreational activities that involve driving boats, ATVs or snowmobiles.

Another safety issue is alcohol consumption by minors. Statistics Canada reports that regular heavy drinking is most common among youth in Canada, despite being under the legal age — a trend that is evident in many Western countries.

The LDB has for many years warned consumers about the dangers of alcohol consumption during pregnancy. New health research suggests that any amount of alcohol consumption during pregnancy may create a wider range of cognitive impairment than previously identified under Fetal Alcohol Spectrum Disorder (FASD).

As the number of privately-operated retail liquor outlets increases, the LDB, in conjunction with other government agencies and industry stakeholders, must continue to ensure that public safety issues are effectively managed in the liquor retail environment. The LDB will continue to promote the responsible use of alcohol and educate the public on the risks associated with alcohol misuse.

• Beverage Container Management

Currently, over 270 million empty beverage containers are returned to government liquor stores annually. As the LDB strives to become a more efficient and competitive retailer, it must reduce the costs associated with empty beverage container management. The LDB plans to review and revise its policies to ensure that full cost recovery mechanisms are in place.

PLANNING CONTEXT

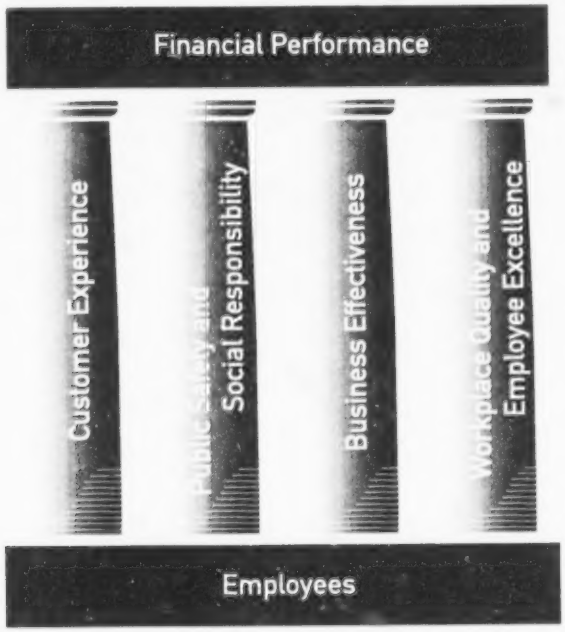
RISK MANAGEMENT

Risk Factors and Sensitivities	Mitigating Strategy
Insufficient capacity to meet wholesale customer demand and service level expectations.	Improve cost efficiencies and business services for our wholesale customers (See Goal 2, Strategy 2.)
Unplanned incidents (natural disasters, product tampering, etc.) may disrupt business at any time.	Continuously maintain and test an emergency management program.
Data stored on LDB systems could be subject to mischief, illegal manipulation, viruses, unauthorized viewing or piracy.	Continuously maintain and test an emergency management program. Ensure encryption of data and access controls.
Internal and external workforce disruptions could affect revenue.	Apply the collective agreement and the labour code to ensure business continuity.

STRATEGIC DIRECTION

THE FOUR PILLARS FRAMEWORK

The Liquor Distribution Branch has organized its strategic priorities and key objectives around the concept of four pillars. Overarching these four pillars is our financial performance goal and supporting them is our pool of dedicated employees.



High Level Goals

The five high level goals are:

Goal 1: Financial Performance
Maximize income within the policy guidelines established by government.

Goal 2: Customer Experience
Set the standard for excellence in retailing and wholesaling of beverage alcohol.

Goal 3: Public Safety and Social Responsibility
Encourage the responsible use of beverage alcohol.

Goal 4: Business Effectiveness
Manage business practices in a climate of continuous change with a focus on operating efficiencies and value added.

Goal 5: Workplace Quality and Employee Excellence
Create a safe and supportive work environment that both attracts and results in skilled, motivated and enthusiastic employees.

OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES

Vision: That our customers have the opportunity to discover, enjoy and share the evolving worlds of beverage alcohol.

Mission: To be a customer focused, profitable retailer of beverage alcohol dedicated to innovation, exemplary service, helpful product knowledge and social responsibility.

Goal 1: Financial Performance
Maximize income within the policy guidelines established by government.

OBJECTIVES

1. Achieve or exceed a net income contribution of $760 million.

STRATEGIES

1. Grow sales and achieve operating efficiencies.

PERFORMANCE MEASURES	BASELINE	TARGETS		
	Fiscal 2003-04 Projection ($000s)	Fiscal 2004-05 ($000s)	Fiscal 2005-06 ($000s)	Fiscal 2006-07 ($000s)
Total Sales	1,969,104	2,062,013	2,101,612	2,121,812
Cost of Sales	973,450	988,752	1,008,275	1,018,232
Operating Expenses	221,948	236,126	221,824	221,609
Net Income	709,334	759,614	792,470	802,130

A complete high level summary of projected income and expenses is illustrated under Financial Outlook on page 18.

OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES

Vision: That our customers have the opportunity to discover, enjoy and share the evolving worlds of beverage alcohol.

Mission: To be a customer focused, profitable retailer of beverage alcohol dedicated to innovation, exemplary service, helpful product knowledge and social responsibility.

Goal 2: Customer Experience
Set the standard for excellence in retailing and wholesaling of beverage alcohol.

OBJECTIVES

1. Improve customer satisfaction levels.

STRATEGIES

1. Implement improvements to enhance the retail experience.
2. Improve cost efficiencies and business services for our wholesale customers.
3. Elicit advice and input from industry stakeholders on an ongoing basis.

PERFORMANCE MEASURES	BASELINE	TARGETS		
	Fiscal 2003-04 Projection	**Fiscal 2004-05**	**Fiscal 2005-06**	**Fiscal 2006-07**
Signature retail stores opened in key markets.	5	3	3	3
Stores upgraded	0	15	15	15
Customer access to product knowledge enhanced by adding:				
• product consultants	9	25	25	25
• information kiosks	0	25	25	25
• online information terminals.	0	10	10	10
Attitudes and consumer experience evaluated through consumer research and a mystery shopper program.	Not available	Establish baseline.	TBD	TBD
Wholesale and distribution system process and efficiency improvements	Not available Develop and commence implementation of improvements.	TBD	TBD	TBD
Service standards developed, such as: • order cycle time • order fill rate • order accuracy.	Not available Develop and set standards by March 31, 2004.	Establish action plan and implement through September 2004.	TBD	TBD

OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES

Vision: That our customers have the opportunity to discover, enjoy and share the evolving worlds of beverage alcohol.

Mission: To be a customer focused, profitable retailer of beverage alcohol dedicated to innovation, exemplary service, helpful product knowledge and social responsibility.

Goal 3: Public Safety and Social Responsibility
Encourage the responsible use of beverage alcohol.

OBJECTIVES

1. Sell beverage alcohol responsibly.
2. Promote the responsible use of beverage alcohol.

STRATEGIES

1. Provide staff education and encourage responsible retailing of beverage alcohol.
2. Develop and support initiatives that encourage responsible use.

PERFORMANCE MEASURES	BASELINE	TARGETS		
	Fiscal 2003-04 Projection	**Fiscal 2004-05**	**Fiscal 2005-06**	**Fiscal 2006-07**
Staff training in responsible service (new hires)	100%	100%	100%	100%
Service refusal tracking	Not available	Implement refusal tracking and establish benchmark	TBD	TBD
Customer support for LDB's role in promoting responsible use of beverage alcohol.	Not available	Conduct survey and establish benchmark.	TBD	TBD
Customer awareness of LDB's social responsibility programs.	85%	85%	90%	90%

OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES

Vision: That our customers have the opportunity to discover, enjoy and share the evolving worlds of beverage alcohol.

Mission: To be a customer focused, profitable retailer of beverage alcohol dedicated to innovation, exemplary service, helpful product knowledge and social responsibility.

Goal 4: Business Effectiveness

Manage business practices in a climate of continuous change with a focus on operating efficiencies and value added.

OBJECTIVES

1. Operate the business in the most effective and efficient manner possible.

STRATEGIES

1. Ensure that government liquor stores operate at satisfactory levels of profitability.
2. Maximize the efficiency of our liquor distribution operation.

PERFORMANCE MEASURES	BASELINE	TARGETS		
	Fiscal 2003-04 Projection	**Fiscal 2004-05**	**Fiscal 2005-06**	**Fiscal 2006-07**
GLS Operating Cost Ratio	11.5%	10.9%	10.9%	10.9%
GLS Sales Per Square Foot	1,120	1,182	1,204	1,216
Distribution Labour Cost Per Case	1.836	Less than 1.836	TBD	TBD
Inventory Turns - LDB				
• Retail	17.2	17.5	17.5	17.5
• Distribution	20.4	21.0	21.0	21.0

OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES

Vision: That our customers have the opportunity to discover, enjoy and share the evolving worlds of beverage alcohol.

Mission: To be a customer focused, profitable retailer of beverage alcohol dedicated to innovation, exemplary service, helpful product knowledge and social responsibility.

Goal 5: Workplace Quality and Employee Excellence
Create a safe and supportive work environment that attracts and results in skilled, motivated and enthusiastic employees.

OBJECTIVES

1. Attract, develop and retain highly qualified and motivated people.

STRATEGIES

1. Employ a competency-based recruitment process.
2. Promote understanding of organizational goals, strategies and results through an enhanced performance management and recognition process.
3. Utilize effective management practices to provide a safe, healthy and harassment free workplace.

PERFORMANCE MEASURES	BASELINE	TARGETS		
	Fiscal 2003-04 Projection	Fiscal 2004-05	Fiscal 2005-06	Fiscal 2006-07
Employee satisfaction and understanding of vision, mission and values	Not available Define attributes for employee survey by March 31, 2004.	Conduct initial survey and establish benchmarks.	TBD	TBD
Workforce planning process, including a succession plan	Not available	Completed by June 2004		
STIIP and WCB claim costs*	4.6% of payroll or less	4.6% of payroll or less	4.6% of payroll or less	4.6% of payroll or less

* **STIIP -** Short Term Illness and Injury Plan
WCB - Workers' Compensation Board

PERFORMANCE MEASURE DESCRIPTIONS

Benchmarking
In the current LDB service plan, wherever possible the performance measures are baselined against 2003-04 fiscal year projections.

The LDB is working to develop benchmarks with other organizations that have similar business characteristics. The challenge for the LDB will be finding appropriate retail and distribution organizations that have operations suitable for meaningful comparison.

Goal 1 Financial Performance
Maximize income within the policy guidelines established by government.

Total Sales – This measure tracks total LDB dollar sales of beverage alcohol in British Columbia.

Cost of Sales – This measure tracks the cost of products purchased by the LDB for resale.

Operating Expenses – This measure tracks the LDB's total dollar operating expenses.

Net Income – This measure tracks net income contributed to government.

All the above are commonly used and recognized financial measures.

Goal 2 Customer Experience
Set the standard for excellence in retailing and wholesaling of beverage alcohol.

Signature retail stores opened in key markets – This measure tracks the number of signature or destination style stores opened. Signature stores typically have a larger product selection in an enhanced shopping environment. Establishment of these stores will not increase the total number of government operated stores.

Upgrade stores – number of stores renovated or relocated.

Customer access to product knowledge enhanced by adding:
Product consultants – number of designated in-store product consultants
Information kiosks – number of new information kiosks with printed material available for customers
Online information terminals – number of stores with free online information access

Attitudes and consumer experience evaluated through consumer research and a mystery shopper program – This measure has been put in place to help the LDB determine how successful we are at enhancing our customers' shopping experience.

Wholesale and distribution system process and efficiency improvements – This measure recognizes the importance of the LDB's wholesale and distribution functions. Specific future measures are to be determined.

Service standards such as:
Order cycle time – length of time from ordering of product until receipt by customer
Order fill rate – percentage of order filled
Order accuracy – percentage of orders filled without mistakes

Goal 3 Public Safety and Social Responsibility
Encourage the responsible use of beverage alcohol.

Staff Training (new hires) – Mandatory responsible service training given to all new employees before they are permitted to sell beverage alcohol in LDB stores.

Service Refusal Tracking – System used to report on the number of customers refused service in government liquor stores due to intoxication or inadequate age identification.

PERFORMANCE MEASURE DESCRIPTIONS

Customer support for LDB's role in promoting responsible use of beverage alcohol – the degree to which our customers support the LDB's role in promoting responsible use as measured by customer surveys.

Customer awareness of LDB's social responsibility programs – the degree to which our customers are aware of the LDB's social responsibility programs as measured by customer surveys.

Goal 4 Business Effectiveness
Manage business practices in a climate of continuous change with a focus on operating efficiencies and value added.

GLS Operating Cost Ratio – GLS operating costs expressed as a percentage of sales.

GLS Sales Per Square Foot – Total sales in GLSs divided by the square footage baselined against current year projection. This calculation does not include sales made from the LDB licensee stores located in Vancouver and Victoria.

Distribution Labour Cost Per Case – Labour cost per case of products shipped from LDB distribution centres baselined against current year projection.

Inventory Turns – Retail And Distribution: Inventory turnover ratio shows how many times the average inventory is sold and replaced over the year. It expresses the relationship between the cost of goods sold (or used) and the average inventory balance. It is baselined against current year projection.

For retail, it measures the cost of goods sold in the stores divided by the stores' average inventory. For distribution, it measures the cost of goods shipped by the warehouses divided by the average inventory in the warehouses.

Goal 5 Workplace Quality and Employee Excellence
Create a safe and supportive work environment that attracts and results in skilled, motivated and enthusiastic employees.

Employee satisfaction and understanding of vision, mission and values — this measure will track employee morale and comprehension of the corporate strategic direction. Employee understanding and acceptance is crucial to the achievement of our corporate goals.

Workforce planning process, including a succession plan — this measure recognizes the importance of having a workforce planning strategy.

STIIP and WCB claim costs — tracking costs related to the Short Term Illness and Injury Plan and Worker's Compensation claims. Measurements of leave costs are one way to measure how healthy and safe the work environment is for our employees. It is baselined against current year projection.

ALIGNMENT WITH GOVERNMENT'S STRATEGIC PLAN

Early in 2002, the government of British Columbia published a strategic plan that outlines the priorities of government for the three fiscal years beginning with Fiscal 2002/03. The plan articulates a long-term vision for the province and sets forth three broad goals, each with several objectives and supporting key measures. Below is a snapshot of the government's plan:

Goals	Objectives Applicable to the LDB
A Strong and Vibrant Provincial Economy	British Columbia will have a prosperous economy.
	British Columbia will have employment opportunities.
	Government will be affordable and fiscally responsible.
A Supportive Social Infrastructure	British Columbians will be healthy.
Safe, Healthy Communities and a Sustainable Environment	British Columbians will have safe communities.

As with all branches and agencies of government, the Liquor Distribution Branch (LDB) is aligned to support and implement the government's strategic plan in every possible way. The LDB will respond in the following ways to achieve government's goals and applicable objectives:

Objective	Liquor Distribution Branch Response
Prosperous Economy	The branch is a key player in the provincial economy, generating net income for government and creating opportunities in the beverage alcohol industry (see Goal 1).
Employment Opportunities	The branch employs approximately 3,500 full and part-time employees throughout the province and supports the expanding private sector involvement in the beverage alcohol industry.
Affordable and Fiscally Responsible Government	The branch will be fiscally responsible through judicious expense management (see Goal 1).
Healthy	The branch will promote the health and safety of its employees (see Goal 5) and of the general public through its responsible use program (see Goal 3).
Safe Communities	The branch will support safe communities through its public safety and social responsibility campaigns (see Goal 3).

FINANCIAL OUTLOOK

The following table gives the high level financial outlook for the three years covered in this plan.

Projected Income, Expenses, Capital Requirements ($000s) and FTEs

	Fiscal 2004 - 05	Fiscal 2005 - 06	Fiscal 2006 - 07
Total Sales	2,062,013	2,101,612	2,121,812
Commissions and Discounts	(80,521)	(82,043)	(82,841)
Cost of Sales	(988,752)	(1,008,275)	(1,018,232)
Operating Expenses	(236,126)	(221,824)	(221,609)
Other Income	3,000	3,000	3,000
Net Income	759,614	792,470	802,130
Capital Requirements	12,000	12,000	12,000
FTEs	2,732	2,761	2,766

Key Forecast Assumptions

Forecast assumptions include sales increases of 4.7 per cent, 1.9 per cent and 1.0 per cent respectively over the next three years. Fiscal 2004/05 reflects a markup increase that was effective February 1, 2004.

Risks Related to Net Income

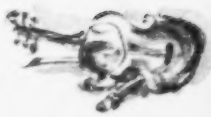
In addition to the risk factors and sensitivities listed on page 8, other possible risks related to net income include:

- Change in retail market share
- Economic conditions
- Price competition amongst suppliers
- Weather patterns

SUMMARY

The British Columbia Liquor Distribution Branch operates within a dynamic and ever changing environment. Customer expectations at the retail and wholesale levels continually change and evolve. Our corporate strategy is our road map to successfully meeting these changing expectations.

Through the planning process, we have created the structure and established the momentum for achieving our vision, mission, goals and objectives. In doing so, we will be fully accountable to government, our employees and the public while maintaining the flexibility to respond to any new challenges as they arise.



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After considerable consultation with stakeholders and further deliberation on what direction would best serve British Columbians, government made the decision to continue operating a mixed public-private liquor retail and distribution system. As indicated in the table below, the number of objectives has been reduced, partially in light of the LDB's revised mandate, and partially to allow the LDB to sharpen its focus on the critical few aspects of performance.

Item in 03/04 -05/06 Plan	How Changed	Remarks
Vision and Mission	Revised to reflect new mandate	
Goal 2 – Customer Service Objective 2.3	Objective related to closure of government liquor stores removed from plan	LDB to continue retail operations
Goal 2 – Customer Service Objectives 2.1 and 2.2	Consolidated into one objective	Sharpens focus of the service plan
Goal 2 – Customer Service Objective 2.4	Ongoing objectives but not addressed at the strategic level in the service plan	Sharpens focus of the service plan
Goal 3 – Business Effectiveness Objective 3.1 – Distribution	Now addressed in Goal 2, Objective 1 in the 2004/05 – 06/07 plan	LDB to continue distribution operations
Goal 3 – Business Effectiveness Objectives 3.2, 3.3 and 3.4	Ongoing objectives but not addressed at the strategic level in the service plan	Sharpens focus of the service plan
Goal 4 – Workplace Quality	Goal retitled to Workplace Quality and Employee Excellence	
Goal 4 – Workplace Quality Objectives 4.1, 4.2, 4.3 and 4.4	Consolidated into one objective	Sharpens focus of the service plan
Goal 5 – Public Safety and Social Responsibility Objective 5.2	Ongoing objective but not addressed at the strategic level in the service plan	Sharpens focus of the service plan

Our new plan for fiscal 2004/05 – 06/07 focuses on our new vision and mission and places a major emphasis on customer service. New strategies include enhancing the retail experience and improving business services for our wholesale customers.